



2008 UNITED STATES  
MARINE CORPS

# CONCEPTS & PROGRAMS

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UNITED STATES MARINE CORPS

# 2008 **CONCEPTS & PROGRAMS**



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## A Message from the Commandant of the Marine Corps



Since the birth of our Nation, our liberty has been purchased by valiant men and women of deep conviction, great courage, and bold action. Today's generation of patriots fighting for our country remain our number one priority, and their performance in the Long War has been magnificent. Undoubtedly, our recent progress in these early battles of the Long War will cause our enemies to adapt their methods of war—creating new and unforeseen challenges for us in the future. Your Corps must remain “*most ready when the Nation is least ready*”—across the full spectrum of conflict.

To meet our current responsibilities and to be prepared to meet the uncertainty of threats that lie ahead, we are growing our

Corps to 202,000 Marines. This growth will reduce the strain on the individual Marine and permit the time needed to train and sharpen core skills to be a “two-fisted” fighting force—equally adept at counterinsurgency and traditional operations.

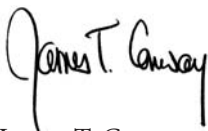
Associated with our growth in end strength is the parallel growth in equipment and infrastructure. Current operations continue to place harsh demands on our equipment and challenge readiness. As prudent stewards of the Nation's resources, the Corps will continue to effectively balance resetting current assets against fielding new and enhanced capabilities. Congressional support has enabled the Corps to accomplish this delicate balance and is critical for our future success in the defense of our great Nation.



Maritime forces provide our Nation unrivaled speed, flexibility, and options for deterring war and responding to crises. The recently published *Cooperative Strategy for 21st Century Seapower* provides for unprecedented partnership of Navy, Marine Corps, and Coast Guard capabilities. As a joint document of our Naval Services, this new maritime strategy articulates the integrated application of our Nation's seapower. Through Joint Seabasing and Global Presence, we will maintain our position as the Nation's premiere expeditionary Force-in-Readiness for the 21st century.

The credible combat power and operational excellence provided by the flexibility of the Marine Air Ground Task Force embarked on amphibious ships enhance our Nation's ability to deter future conflicts and win decisively when required. By far the most complex of our congressionally-mandated missions, amphibious forcible entry requires long-term resourcing and a high-level of proficiency. It is not a capability we can create in the wake of a threat.

This 2008 edition of Concepts and Programs describes our strategic direction, operational concepts, and programs we require to maintain Marine Corps' excellence across the full spectrum of operations in the 21st century. To foster a better understanding of the Corps and the marvelous Americans who fill our ranks, this book also contains facts and figures about our Marines as well as our organizations and resources.



James T. Conway  
General, U.S. Marine Corps



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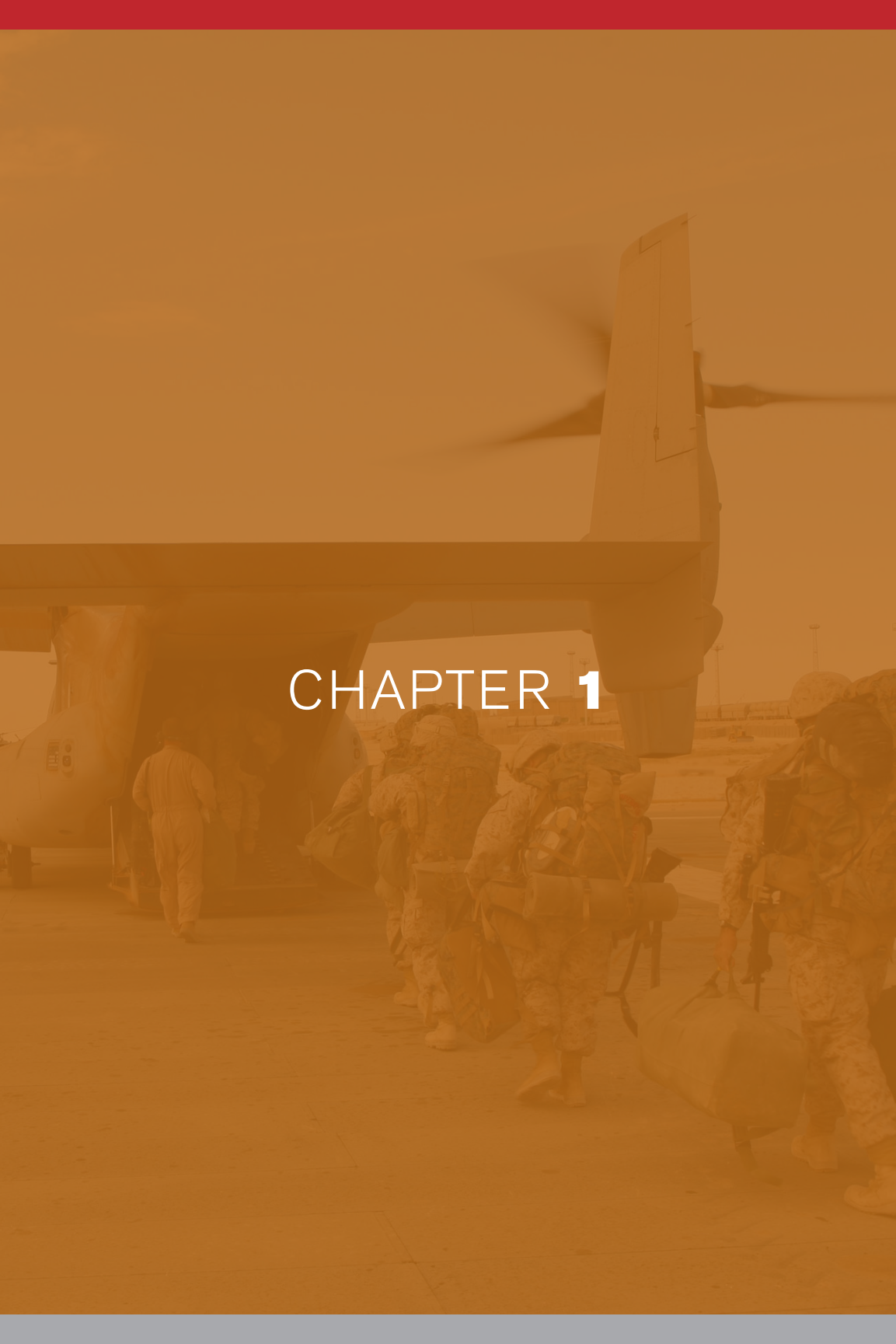
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# CHAPTER 1





## THE U.S. MARINE CORPS: AMERICA'S EXPEDITIONARY FORCE IN READINESS

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America's Marines are fully engaged in the fight for freedom, peace and security around the globe. They are engaged in a generational struggle against those bent on destruction of our vital interests and our homeland. They are forward deployed in the opening battles of the Long War—Iraq and Afghanistan and around the world in every climate and place. ***Our Marines and Sailors, at home and in combat overseas, are our number-one priority in all that we do.*** It is through their tremendous sacrifices and those of their fellow service men and women that we will ultimately prevail.

During the past year, with 24,000 Marines deployed throughout the U.S. Central Command's Area of Responsibility, Operations Iraqi Freedom and Enduring Freedom remained our largest commitment. The Marine Corps supported surge operations in Iraq with two additional infantry battalions and their associated enabling forces. As part of the Marine Air Ground Task Force (MAGTF) in Iraq, these forces have proven extremely effective disrupting insurgent activities in the Al Anbar province.

The Marine Corps also deployed forces to participate in more than 60 Theater Security Cooperation events, ranging from small Mobile Training Teams in Central America to Marine Expeditionary Unit exercises in Africa, the Middle East and the Pacific. The Marine Corps also took part in civil-military and humanitarian assistance operations, such as New Horizons events in Nicaragua, land mine removal training in





Azerbaijan and cyclones in Bangladesh.

In October 2007, the U.S. Navy, Marine Corps and Coast Guard published their *Cooperative Maritime Strategy for the 21st Century*, which unifies America's Naval Services within a common strategic and operational framework to safeguard U.S. interests, citizens and friends wherever they might be at risk—from the homeland to operating areas throughout the world. This strategy underscores the Marine Corp's critical role as the world's foremost expeditionary warfighting organization. Our expeditionary readiness and agile combined-arms structure allow the Marine Corps to meet global demands and challenges. Our Marines continue to display to the nation and the world the meaning and importance of an "expeditionary" force with unquestionable value in the Long War.

In close collaboration with the Army, Navy, Air Force, and Coast Guard, we must be able to adapt rapidly to broad strategic dynamics as well as wide-ranging threats. ***As a Corps, we must be where our country needs us, when***

***she needs us and to prevail over whatever challenges we face.*** To successfully carry out this mission, our focus is on the following objectives:

- Right-size the Marine Corps for today's conflict and tomorrow's uncertainty
- Reset the force and prepare for the next contingency
- Modernize for tomorrow to be "the most ready when the Nation is least ready"
- Provide our Nation a naval force that is fully prepared for employment as a MAGTF across the spectrum of conflict
- Sustain the Individual Marine and their families
- Look beyond the horizon—posture the Marine Corps for the future

These priorities are enduring and serve not only today's conflict, but also the inevitable crises that will arise in our Nation's future.

## RIGHT-SIZING THE MARINE CORPS

To meet the demands of the Long War, as well as the unforeseen crises that will inevitably arise, our Corps must be a multi-capable force, manned, trained and equipped. Like the Cold War, the Long War is a long-term struggle that will be measured by our success not deployments or rotations; it is the long-term view that informs our priorities and plan for growth.

To fulfill our obligations to the nation, the Marine Corps will grow its personnel end strength to 202,000 Active Component Marines by fiscal year 2011. This increase of 27,000 Marines will enable the Corps to train to the full spectrum of



military operations and improve the ability of the Marine Corps to meet future uncertain challenges. We will recover our ability to respond fully to the Combatant Commander war plans—reducing operational risk. The current size of the Marine Corps dictates an almost singular focus on preparing units for their next rotation and counterinsurgency operations. This focus and the deployment rate of many units threaten our traditional skills, such as combined-arms maneuver, mountain warfare and amphibious operations. By increasing the deployment-to-dwell ratio, we can accomplish more comprehensive training needed to develop sophisticated skill sets that have enabled the MAGTF to consistently achieve success in any battle. Further, this growth will relieve the strain on those superb Americans who have volunteered to fight the nation's battles. There are two main components in attaining our growth goals: recruiting and retention; and increasing infrastructure and equipment.

Our recruiters have met current challenges and exceeded expectations. Through their tireless efforts we surpassed last year's goals. With more than 70 percent of our end strength increase comprising Marines in their first enlistment, our recruiting efforts are a critical part of the overall growth. While exceeding DoD quality standards, the Marine Corps continues to recruit the best of America into our ranks. In fiscal year 2007, the Marine Corps achieved more than 100 percent of both our Active and Reserve Component accession goals. We



have added more recruiters to meet the fiscal year 2008 challenges and are on track to again exceed our recruiting targets this year. Additionally, we must maintain warfighting proficiency by retaining quality, experienced Marines to ensure we grow our force with proper grade and skill set mix. Incentive bonuses, our principal retention tool, have enabled the Marine Corps to achieve retention rates sig-





nificantly higher than historical norms. Our challenge in fiscal year 2008 and beyond is to achieve our annual retention goal of 5,000 Marines above the historical average.

The second major component of our growth is to provide facilities and equipment for additional Marines. We continually prioritize our requirements based on current operations and equipment needs. As a result, we have taken equipment from pre-positioned stocks to equip new units. We have also adjusted construction projects to provide training and operating facilities to new units. Finally, we have increased funding to support Public Private Venture family housing and more than tripled our fiscal year 2008 request

for bachelor housing. It is imperative that we provide quality housing for our men and women who have answered the nation's call to arms. In sum, the end strength increase to 202,000 Marines addresses much more than the current conflict, it ensures the Corps will be able to more effectively deal with the spectrum of future uncertainties.

## RESETTING THE FORCE

As we right-size the Marine Corps for the next contingency we must also reset our force stressed by the current conflict. Our equipment has passed the test of sustained operations, but it has been subjected to intense usage and harsh environmental conditions, resulting in escalating maintenance and increased equipment replacement. As the conflict demands more of our force, the cost of resetting equipment to ensure unit readiness increases. To ensure unit readiness and prudent use of resources, difficult choices have been made between equipment replacement and modernization with next generation equipment.

There are several challenges to our reset effort. First, industry has not always been able to keep pace with our current equipment demand. As a result, we have used pre-positioned stocks and non-deploying unit equipment to support Marines in the theaters of operations. This has forced prioritization of equipment deliveries among reset, pre-positioning stocks, and growing the force units based on urgency of need. The second chal-



challenge is the availability of equipment to be repaired by the depots. Most equipment is not rotating out of theater at the conclusion of each force rotation; it remains in combat, used on a near-continuous basis at an operating tempo that far exceeds normal peacetime usage. The depots have aggressively worked to stabilize conditions and are prepared to repair that equipment, and funding has been

requested in our Global War on Terrorism (GWOT) supplemental requests to accelerate equipment rotation and repair cycles. Our cumulative reset cost estimate is \$15.6 billion. As of February 2008, Congress has appropriated a total of \$10.9 billion for Marine Corps reset costs. As we continue the fight, reset costs will continue to increase.





## MODERNIZING FOR TOMORROW

### Individual Survivability

Our modernization efforts are two-pronged. We are adapting to immediate threats and developing new equipment to enhance future capabilities. The Marine Corps continues to pursue technological advances in personal protective equipment as its highest research priority. Fully recognizing the trade-off between weight, protection, fatigue and movement restriction, we are providing Marines the latest in technological advancements in personal protective equipment—such as the Modular Tactical Vest (Body Armor), QuadGard (Arms/Legs), Lightweight Helmet (Head Protection) and Flame Resistant Organizational Gear (flame exposure). Our Marines in combat deserve nothing less.

In concert with individual equipment, we are providing the most capable force protection systems available. We are upgrading our Counter Remote-Controlled IED Electronic Warfare systems to meet rapidly evolving threats. We are enhancing our ability to combat the effects of weapons of mass destruction, and protecting our Marines worldwide, by fielding consequence management tools that complement the capabilities of our Family of Incident Response Systems and the Chemical Biological Incident Response Force. The current array of Explosive Ordnance Disposal Equipment has undergone significant modernization through enhancement of technician tool kits and greater counter-IED robotics



capability and availability. The Ground/Air Task Oriented Radar system will integrate five legacy systems providing a robust expeditionary, three-dimensional air defense force protection asset for our commanders. Finally, we continue to respond to the urgent needs of forces in theater while building a solid core of enduring force protection capabilities for the future.





### Ground Mobility

The Army and Marine Corps are leading joint efforts in the development of tactical wheeled vehicle capabilities. Our efforts will provide the joint force an appropriate balance of survivability, mobility, payload, networking, transportability, and sustainability. The Army/Marine Corps Board has proven a valuable forum for coordination of development and fielding strategies. The success of these efforts can be seen in the fielding of armored vehicles such as the Mine Resistent Ambush Protectant (MRAP), the Medium Tactical Vehicle Replacement with Marine Armor System, the Logistics Vehicle System with the Marine Armor Kit and the Up-armored High Mobility Multi-Wheeled Vehicle.

As we respond to immediate war fighter needs for vehicle improvements,

we continue to look into the future to improve our maneuver capabilities. To enhance our unique and flexible forced entry capability we continue to develop the Expeditionary Fighting Vehicle (EFV), Marine Personnel Carrier (MPC), and Internally Transported Vehicle (ITV). These vehicles will interface with joint Army/Marine Corps efforts such as the Joint Light Tactical Vehicle (JLTV) that will provide future protected expeditionary mobility.

### MAGTF Fires

Our Triad of Ground Indirect Fires provides for complementary, discriminating, and non-discriminating fires that facilitate maneuver during combat operations. The Indirect Fires Triad requires a medium-caliber artillery cannon (light-weight 155mm towed howitzer); ground-



based rockets (High Mobility Artillery Rocket System); and a mortar with greater lethality and tactical mobility than current artillery systems (Expeditionary Fire Support System).

### Marine Aviation

On a daily basis, Marines rely on aircraft to provide a wide array of mission capability, including effective close air support for troops in contact with the enemy and casualty evacuation. The 2007 Marine Aviation Plan provides the way ahead for the next 10 years as it transitions squadrons from 13 legacy aircraft to six new aircraft; it incorporates individual program changes and synchronizes support of our end strength growth to these robust, Marine Expeditionary Forces (MEFs). These new aircraft include the Joint Strike Fighter (JSF), MV-22 Osprey, KC-130J, Upgraded H-1s, and CH-53Ks. Legacy aircraft production lines are no longer active—intensifying the negative impact of combat losses and increasing the urgency for funding support for our Aviation Plan to keep it on schedule.

### Unmanned Aerial Systems (UAS)

The Marine Corps is aggressively pursuing improved organic UAS capabilities. At the same time, we have transitioned Unmanned Aerial Vehicle squadrons (VMU) to the RQ-7B Shadow, reorganizing force structure to support detachment-based flexibility; operating three UAS systems for each squadron; and standing up a third VMU squadron.

The Tier III UAS serves at the MEF

level with speed and endurance to cover the entire MEF battlespace. Tier II UAS supports Regimental Combat Team and Marine Expeditionary Unit operations, and Tier I UAS supports battalion and below operations. This rapid transition and reorganization, begun in January 2007, will be complete by the fourth quarter of 2009. Once accomplished, it will significantly enhance organic Marine Corps UAS capability while increasing joint interoperability and commonality.

### Command and Control

The distributed force concept requires greater command and control. The Marine Corps' Command and Control Harmonization Strategy marries joint integrating concepts and articulates our goal of delivering an end-to-end, fully-integrated, cross-functional capability to include forward-deployed and reach-back functions. We envision seamless support to Marines in garrison and in combat—taking the best of emerging capabilities to build a single solution that includes the Common Aviation Command and Control System (CAC2S), the Tactical Communications Modernization (TCM) program, Unmanned Aerial Systems, and Marine Corps Intelligence, Surveillance, and Reconnaissance Enterprise (MCISR-E).

## PROVIDING OUR NATION A FULLY PREPARED NAVAL FORCE

The enduring value of naval expeditionary forces in protecting our homeland, preventing crises, and winning our





nation's wars is a key theme of the tri-service maritime strategy, *A Cooperative Strategy for 21st Century Seapower*. This document, together with the Naval Operations Concept, emphasizes the need to maintain enduring U.S. advantages in operational maneuver, projection of force to facilitate access and winning the battle for influence—and thus preventing conflict—is as important as our nation winning wars. An essential Naval capability for achieving these objectives is joint Sea Basing which allows ships to mate at sea using inter-connector vessels that serve as port and airfield, enabling the sea as a maneuver space, reducing our footprint ashore, and providing an over-the-horizon capability for dominant joint force operations. Critical to the development of these capabilities is the security, persistent presence, operational freedom

and reach afforded by powerful amphibious forces.

### Amphibious Ships

Amphibious warfare ships are the centerpiece of the Navy-Marine Corps' forcible-entry and sea-basing capability. These ships are equipped with aviation and surface assault capabilities that, coupled with their inherent survival and self-defense systems, make them ideally suited to support a broad range of mission requirements. Not only must naval forces maintain the ability to rapidly close, decisively employ and effectively sustain Marines from the sea, they must also efficiently respond to emerging Long War requirements, crisis response, and humanitarian assistance missions on short notice around the world.

The Marine Corps' contribution to the nation's forcible-entry requirement



is a single, simultaneously employed two Marine Expeditionary Brigade (MEB) assault capability—as part of a sea-based Marine Expeditionary Force. Each MEB assault echelon requires 17 amphibious warfare ships—resulting in an overall ship requirement for 34 amphibious warfare ships. However, given current fiscal constraints, the Navy and Marine Corps have agreed to assume risk by limiting the assault echelon of each MEB by using only 15 ships per MEB; in other words, a Battle Force that provides 30 operationally available amphibious warfare ships.

### Maritime Preposition Force

Capable of supporting the rapid deployment of three MEBs, the Maritime Prepositioning Force is an important component of the Marine Corps amphibious warfare capability. The next evolution of this program is incorporation of the Maritime Prepositioning Force Future (MPF(F)) Squadron into the existing MPF Program. MPF(F) is a key enabler for joint sea basing and will build on the success of the legacy Maritime Prepositioning Force program. MPF(F) will provide support to a wide range of military operations with improved capabilities, such as at-sea arrival and assembly, selective offload of specific mission sets and long-term, sea-based sustainment. The MPF(F), along with two legacy MPF squadrons, will give the Marine Corps the capability to quickly generate three Marine Expeditionary Brigades in support of multiple Combatant Commanders. The MPF(F) squadron composition decision

was made in May 2005; in early 2008 the program is in the concept development phase of acquisition with a Milestone B decision planned in fiscal year 2008.

Historically, Marine Corps amphibious power projection operations required a deliberate build of combat power ashore; only after establishment of a beachhead could the MAGTF begin to focus its combat power on the Joint Force's operational objective. Advances in mobility, fires and sustainment capabilities will greatly enhance operations from over the horizon—by both air and surface means—with forces moving rapidly to operational objectives without stopping to seize, defend and build up beachheads or landing zones. Keys to these advances are the EFV, MV-22, JSF and the proper number of amphibious warfare and MPF(F) ships.

### The Individual Marine and Marine Families

The individual Marine is our most precious asset. Our nation's most precise, intelligent and flexible weapon system. A Marine is trained, educated, oriented and equipped to operate skillfully across a broad spectrum of tasks, blending the need for combat and counterinsurgency skills with those required for non-combat. A Marine operator's focus is on warfighting excellence and represents our link to the past and our key to the future. Accordingly, the focus of our programs to enhance their battlefield effectiveness is to provide the necessary tools for them to succeed. This “equip the man, not man the



equipment” approach has long been at the center of our force-development efforts.

Integral to our focus on our Marines is the realization that our institution is ethically bound to look after their well-being and the welfare of their families. Our Marines and families have been steadfast and faithful in their service to our country, and we have an equally enduring obligation to them.

America's Marines proudly assume the dangerous and necessary work of serving our nation. Some Marines have paid the ultimate price, and we continue to honor them as heroes who contributed so much to our country. Our casualty assistance program has and continues to evolve to ensure the families of our fallen Marines are always treated with the utmost compassion, dignity, and honor. Integral to this effort is the Wounded Warrior Regiment, activated in April 2007 to achieve unity of command and effort and to develop a comprehensive and integrated approach to Wounded Warrior care. The regiment has already implemented several programs providing “one-stop shopping” for resources and information including a Job Transition cell and a Wounded Warrior Call Center.

Traumatic Brain Injury (TBI) and Post Traumatic Stress Disorder (PTSD) continue to be a high priority concern for the Marine Corps. Commanders are fully engaged in promoting psychological health in our Marines, Sailors and family members. Our commanders bear responsibility for leading and training tough, resilient Marines and Sailors, and



for maintaining strong, cohesive units. The Marine Corps has developed hyper-realistic stress inoculation training in environments engineered to simulate, as closely as possible, the sights, sounds and smells of combat. We have also developed programs such as the Operational Stress Control and Readiness (OSCAR) program to improve access to care and reduce the stigma associated with these injuries.

The effectiveness of Marines and Sailors during deployment is dependent upon the adequacy of support provided to family members at home. Recognizing this, we are dedicating resources to improve the Marine Corps Family Team Building Program and bring it to wartime footing.

Children of service members with



special needs, to include pervasive developmental disorders, have additional medical, educational and social needs that are challenging to meet even when both parents are available. The Marine Corps provides programs such as the Exceptional Family Member program and the Educational and Developmental Intervention Services (EDIS) program.

With many of these improvements already underway, the Marine Corps continues its proud heritage of “taking care of its own” by providing necessary resources to sustain our families and our Marines for the Long War. Better management of our personnel and the support to them will also help us achieve our goal of reducing strain on individual Marines and their families.

### Beyond the Horizon: Posturing the Marine Corps for the Future

The Marine Corps must continue to adapt to changing environments and anticipate the next conflict; studying history, and analyzing current operations. As we do this we develop tools to improve operations and posture ourselves to be the most ready when the nation needs us.

The lynchpin of future Marine efforts to support the engagement requirements of Combatant Commanders to build partnership capacity will be the Security Cooperation MAGTF. Similar to a Marine Expeditionary Unit but regionally focused and organized for security cooperation, Security Cooperation MAGTFs will provide training and assistance to partner nations—shaping the environ-

ment and deterring irregular adversaries.

The Long War requires a multi-dimensional force that is well trained and educated for employment in all forms of warfare. Historically, our Corps has produced respected leaders who have demonstrated intellectual agility in warfighting. Our current deployment tempo increasingly places our Professional Military Education (PME) programs at risk. No level of risk is acceptable if it threatens the steady flow of thinkers, planners and aggressive commanders who can execute effectively across the entire spectrum of operations. Through the Marine Corps University (MCU) we have made substantial improvements in our Professional Military Education programs and have significant improvements planned for the future. We have integrated irregular warfare in addition to maintaining a balance with conventional warfare so as not to lose sight of our essential core competencies. Additionally, MCU has led the way for integration of culture and language by continually refining their curricula to provide proper balance among PME, culture, and language.

As part of our ethos, we continually seek ways to improve ethical decision-making at all levels. In 2007, we implemented several initiatives to strengthen Core Values training including: increased drill instructor “foot locker talks” on values, publishing pocket-sized *Law of War*, *Rules of Engagement*, and *Escalation of Force* guides, and increased instruction at our Commander’s Course on the com-



mander's role in cultivating battlefield ethics, accountability and responsibility.

To further understand the evolution of warfare, in 2007 we established the Center for Irregular Warfare as the primary Marine Corps agency for identifying, coordinating, and implementing irregular warfare capability initiatives. The Center reaches out through its Center for Advanced Operational Culture Learning (CAOCL) and Security Cooperation Education and Training Center (SCETC) to other military and civilian agencies.

To meet deployment requirements and remain skilled in the full spectrum of operations, Marines must now train to a broader range of skills. However, due to a high operational tempo, we face ever-decreasing timetables for Marines to achieve mastery of these skills. Our first major initiative to maximize effective use of limited time for training was the establishment of a standardized and well-defined Pre-deployment Training Program. Subsequently, we have instituted three additional training efforts: the Marine Combat Operations Training Group (MCTOTG); the Infantry Battalion Enhancement Period Program (IBEPP); and the Marine Aviation Training Systems Program (ATS).

In an effort to ensure realistic training we are evaluating future improvements to our training facilities. The Marine Corps currently lacks a comprehensive training capability to exercise all elements of a MAGTF in an environment that replicates operational conditions with our current equipment—as our new weapons systems



have greatly increased ranges compared to legacy systems. We are studying expansion of our Marine Corps Air Ground Combat Center in Twentynine Palms, California. This will give us the maneuver space to simultaneously train three to four battalions in this range complex and train with our current equipment.

Finally to improve forward presence, we continue to evaluate our foreign bases around the globe. Our recent force posture agreement reached under the auspices of the Defense Posture Review Initiative with Japan facilitates effective employment of Marine Corps forces while mitigating effects of encroachment around United States facilities in Japan. The most significant Defense Posture Review Initiative is completion of the Futenma Relocation Facility on Okinawa, Japan. Its progress is linked to the shifting of KC-130s from Futenma to Iwakuni, Japan, and movement of approximately 8,000 Marines and their family members from Okinawa, Japan to Guam.

## OUR WAY AHEAD

While ever-ready to respond to major combat operations, the future holds a





greater likelihood of irregular wars fought in urban environments, against thinking enemies using asymmetric tactics. Our experiences in Iraq and Afghanistan, particularly, underscore the future we face. We will adapt our tactics, techniques and procedures as well as technology to enhance our capabilities to succeed in these environments. The *Cooperative Strategy for 21st Century Seapower* articulates the strategic framework for America's Sea Services—the Navy, Marine Corps and Coast Guard—to carry out operations that strengthens peace and security throughout the world. With the Navy and Coast Guard our nation's Marine Corps will be providing far-reaching naval expeditionary capabilities for global security,

peace and prosperity.

We are a Marine Corps that celebrates its culture and ethos, but is never satisfied with its current capabilities and operational performance. We are a learning organization, one that embraces innovation and improvement in order to increase its effectiveness as part of the joint force. A fundamental principle is that we fight as combined-arms teams, seamlessly integrating our ground, aviation and logistics forces. We exploit the speed, flexibility and agility inherent in our combined-arms approach to defeat traditional, terrorist and still ill-defined threats to our nation's security. We thrive in unpredictable environments in which





our forces are employed. We must ensure that our personnel policies, organizational construct, and training support operating at a high sustained “rate of fire.”

This nation has high expectations of her Corps—as she should. America’s Marines are answering their call around the globe and performing with distinction in the face of great hardships. As they continue to serve in harm’s way, our moral imperative is to fully support them—we owe them the full resources required to complete the tasks we have given them. Now more than ever they need the sustained support of the American people as we simultaneously right size our force, reset the force during an extended war, modernize to face the challenges of the future and fulfill our commitment to Marine families.



The background image shows a military scene in a desert. A large, multi-wheeled military vehicle, possibly a transport or engineering vehicle, is the central focus. Two soldiers in camouflage uniforms and helmets are seated on the vehicle's upper deck, looking towards the right. Another soldier is visible in the foreground on the right, also in camouflage. The vehicle has several large, treaded tires and some equipment mounted on it. The entire scene is overlaid with a semi-transparent orange filter, and the text 'CHAPTER 2 CONCEPTS AND ORGANIZATION' is centered over the middle of the image.

# CHAPTER 2

## CONCEPTS AND ORGANIZATION



## **CONCEPTS AND ORGANIZATION**

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### **INTRODUCTION**

The Navy-Marine Corps Team is engaged in a focused, long-term transformation that will allow us to respond to a changing national security environment. This transformation is dedicated to greatly expanding the worldwide, sovereign options available to the President of the United States across the full spectrum of warfare, by exploiting one of our nation's asymmetric advantages, control of the sea. To this end, this chapter addresses our current warfighting concepts.





# CHAPTER 2

## PART 1 CONCEPTS





## WARFIGHTING CONCEPTS

The Marine Corps has worked to develop partnerships with the U.S. Navy and Coast Guard to produce products of a singular vision that ultimately support the National Defense Strategy. The resulting seminal documents, *A Cooperative Strategy for 21st Century Seapower*, *Naval Operations Concept 2006* (NOC), and the *Marine Corps Operating Concepts for a Changing Security Environment* (MOC), provide a central strategic direction for the development of naval forces supported by a series of supporting and emerging concepts that include joint seabasing, counterinsurgency operations, small unit leader and individual development guides. This hierarchy of operational concepts enables the Marine Corps to effectively respond to a rapidly changing security environment by exploiting the nation's asymmetric advantages in sea control.

## SEMINAL CONCEPTS

*A Cooperative Strategy for 21st Century Seapower* articulates the unified maritime strategy of America's Sea Services—the U.S. Navy, Marine Corps and Coast Guard. Published on 17 October 2007, it “stresses an approach that integrates seapower with the other elements of national power, as well as those of our friends and allies, to



protect our way of life and sustain the global, interconnected system through which we prosper.” In addition to protecting the homeland and winning our Nation’s wars, the strategy declares that the sea services must enhance “our ability to prevent war, win the long struggle against terrorist networks, positively influence events, and ease the impact of disasters.”

The maritime strategy calls for a more integrated approach to how maritime forces are employed in order to meet the needs of the combatant commanders. It notes that “Marines will continue to be employed as air-ground task forces operating from amphibious ships to conduct a variety of missions, such as power projection, but they will also be employed as detachments aboard a wider variety of ships and cutters for maritime security missions. Sailors, Marines and Coast Guardsmen teamed in various combinations of security forces, mobile training teams, construction battalions, health services, law enforcement, and civil affairs units to conduct security cooperation and humanitarian assistance missions, illustrate adaptive force packaging.”

The *Naval Operations Concept 2006 (NOC)* elaborates further on the idea of increasing the capability and capacity of the Navy and Marine Corps for an expanded range of missions by adaptively task organizing current and emerging forces into closely integrated packages tailored to meet the varied and competing demands of the combatant commanders. Toward that end, the NOC provides guid-

ing naval principles, a common outlook and approach, and methods for promoting greater organizational and operational flexibility.



Coupled with the *Cooperative Strategy for 21st Century Seapower* and the NOC, *Marine Corps Operating Concepts for a Changing Security Environment (MOC)* builds upon our conceptual foundation for littoral power projection provided by the *Operational Maneuver from the Sea (OMFTS)* concept published in the 1990s. Recent history has proven many of the ideas espoused in the OMFTS family, such as the “three-block war,” remarkably insightful.

The MOC represents an evolution of, vice departure from, OMFTS based on lessons earned through innovation and experimentation, our understanding of the post-9/11 security environment, revised national strategy documents, and recent operational experience. The MOC highlights OMFTS and two other operational concepts, *Seabasing* and *Distributed Operations*, as critical to successful imple-



mentation of the operating concepts it puts forth.

The Seabasing concept is key to the integration of joint forces and forms the centerpiece for projecting and sustaining military force in support of national policy. It assures joint access by leveraging the operational maneuver of sovereign, distributed and networked forces operating globally from the sea.

The MOC describes how Marine Corps forces must be organized, based, trained, and equipped for effective employment across the full range of strategic challenges from traditional to non-traditional.

The maritime strategy, NOC and MOC together call for more widely distributed forces providing increased forward presence, security cooperation with an expanding set of international partners, prevention or preemption of non-traditional threats, and a global response to crisis in spite of challenges to access, without forfeiting our ability to conduct forcible entry and combat operations. Collectively, these documents provide a comprehensive and unified direction for our capability development efforts.

## SUPPORTING CONCEPTS

*Countering Irregular Threats*, published in June 2006, is focused above the company level and is the Marine Corps' foundational document for multi-service, joint, and multi-agency partnerships in a counterinsurgency environment.

*Functional Fitness*, published in November 2006, espouses the idea that operations in a complex and uncertain environment heighten the need for an institutionalized combat conditioning program. This concept lays out the tenants for a program that improves general



physical conditioning by treating Marines like athletes, prepares Marines for the physical actions and rigors of combat and for the effects of wearing of combat equipment continuously, and provides injury proofing and exercises that speed recovery time through active recovery methods.



***Interagency Campaign Design***, published in July 2007, develops an initial understanding of the need for holistic government solutions in complex operating environments. It indicates that some branches of the U.S. Government may be better suited to deal with challenges and develop more thorough solutions than the military. Whether these areas are infrastructure development or diplomacy, this concept is intended to help leaders understand how to engage in interagency campaign problem solving and explore operational learning. Moreover, it stresses the need for a common vocabulary, necessary for developing a successful inter-agency effort.

***Tactical Perception***, published in July 2007, espouses that all Marines must have an appreciation for the role they play in shaping perception in a war among the people. Additionally, it states that Marines must develop understanding to guide their actions across a broad spectrum of areas to include society, culture, religions, politics and economics. It also explains how generating favorable perceptions of our efforts comes from the integration of the message communicated by the day-to-day tactical actions of Marines, technical information operations, employment of over-arching themes and the strategic communications plan.

***Combat Stress***, published in July 2007, talks to many of the key issues currently affecting Marines at all levels. Moreover, this guide gives leaders tips and signs for both prevention and treatment. This concept was written to be a discus-

sion and teaching tool for Marines of all grades, and covers the sharpening of Marines at the right times to the dimensions of urban combat, to include the moral and physical. It also addresses the small unit leader's actions to support psychologically injured Marines and the importance of values, ethics and morals.

## EMERGING CONCEPTS

***Send in the Marines*** is an emerging Marine Corps employment concept to meet the future security environment. It focuses on the demands of the Long War and expands and formalizes the lower end of the expeditionary force spectrum to increase and sustain an expanded forward presence. Built largely around a new Security Cooperation Marine Air-Ground Task Force (SC MAGTF), this concept helps address the Navy and Marine Corps challenge to enhance our ability to conduct non-traditional missions while simultaneously remaining capable of traditional naval missions. The concept calls for regularly training and deploying SC MAGTFs in excess of the 3 MEUs that were the norm before Operations Enduring Freedom and Iraqi Freedom.

The SC MAGTFs are mission-tailored maritime forces that will be distributed globally to promote cooperative relationships, prevent and mitigate disruptions, and to contribute to in-depth defense of the homeland. Similar to a Marine Expeditionary Unit (MEU) the SC MAGTF would have firepower capacity commensurate with its requirements to provide



training to less developed military forces. The SC MAGTFs will deploy on a 1:2 deployment to dwell cycle and further disaggregate into smaller elements and as required, the Marines of the SC MAGTF will be available for assisting in the development of civil society in ungoverned and under-governed spaces, denying sanctuary to an enemy, conducting operational preparation of the environment, waging ideological warfare, and interdicting terrorists and other irregular enemies.

**Marine Corps Advisor** is an emerging concept which will significantly enhance the options available to the regional combatant commanders to help meet requirements for building partner capacity. Recent experiences in Iraq and Afghanistan have led to the recognition that the Marine Corps needs a more robust capability to provide security assistance. This increased capability will be provided through a more formalized and systematic development of Marine Corps advisors.

A Marine Corps Training and Advisor Group (MCTAG) was established in October 2007 to better address staffing and sourcing requirements for operations in Iraq and Afghanistan. The MCTAG will source the Marine Corps' capability to support advisory requirements and complement the SC MAGTFs. An embryonic capability now, it will eventually grow to constitute a cadre of several hundred trained advisors available to help meet combatant commander's security assistance requirements.

The SC MAGTFs and the MCTAG will provide combatant commanders with more flexible force employment options to augment the traditional capabilities provided by the Marine Corps across a broad array of missions.

**The Strategic Corporal** concept is about preparing all Marine leaders to handle the full spectrum of missions that they will be expected to tackle in an uncertain world. From large scale amphibious landings to the gritty reality of urban combat to feeding earthquake victims, Marines must be prepared to meet the Nation's challenges when the Nation is least ready. This means we must institutionally prepare the individual Marine to simultaneously provides assistance, de-





velop and train foreign forces, conduct peace operations and ultimately deter/defeat adversaries in open conflict.

Small unit leaders are the key to this success and to this end, the Marine Corps must continue to prepare them both in mind and body. Small unit leaders must be trusted by their leadership, culturally and tactically adaptive, savvy in both customs and languages, technically and tactically proficient, physically hard, capable of meeting ethical and emotional challenges and ready to transition missions quickly. These expectations are not easily met, but they are reasonable, as Marines are meeting these requirements today



around the world. To meet these challenges it is incumbent upon our institutions to increasingly prepare our Marines for the full spectrum of challenges without losing our core competencies at the high end of the spectrum of conflict.



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